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28 September 1971

MEMORANDUM FOR: Director of Personnel  
THRU : Chief, Staff Personnel Division  
SUBJECT : An Image of the Office of Personnel.

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1. Tuesday evening, 21 September 1971, I was one of eight young professionals who met at [REDACTED] to share informally our views and opinions of the Agency with the Senior Seminar. The comments made at that meeting about the Office of Personnel and my personal feelings as a Personnel Officer are stated below for the reader's review.

2. The feelings began the day I was advised by [REDACTED] the Seminar director, that I had been selected to be one of the young professionals. I quizzed him regarding the components represented and he responded by listing them; concluding with me from OTR. I advised him I was not a Training Officer but rather a Personnel Officer. Fifteen or twenty minutes later he again referred to me as representing OTR; this time I let it pass.

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3. Perhaps the most positive expression of the Office of Personnel image in CIA was expressed in or by the reaction people had to me personally, first as one of the young professionals and then their reaction when they found I was a Personnel Officer. The first reaction was one of acceptance and respect and the second was one of "What are you doing here?" I got the feeling a young professional from OSR, OSI, DDP, OCF or ONE is more readily accepted and looked to for his comments and opinions than one from the DDB. Lest I sound super sensitive, let me assure the reader that this expression was not radiated from all I contacted nor in any strong or lasting way, but it was still unmistakably present.

4. During the Seminar session the Support Directorate in general and the Office of Personnel specifically was the object of much comment. One point of discussion centered around the high attrition rate of CP's and the Agency's inability to attract and retain the "cream of the crop." This discussion soon led to an attack on the recruiters and the entire selection-placement process. The attackers were not the young professionals alone but most adamant were some of the seminarians at the GS-15 and 16 level.

5. It is generally felt by the seminarians that the recruiters do not know what they are doing with the main reason being that they have never been inside to see what is needed. Some feel the recruiter's interview

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reports are less than professional and trustworthy and cite as an example a lengthy, verbose report that ended with the statement, "The applicant wore brown shoes." The scarcity of black applicants was also credited to recruitment failure. Another theme centered on the misconceptions of EOD's based on their recruiter's statements. Applicants have apparently been promised immediate overseas assignments and rapid advancement.

6. The attack moved from recruitment to the selection-placement function with claims that the component has very little or nothing to say in who comes into their office. One seminarian said, "A man just shows up and says he is there to go to work."

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7. With the help of [REDACTED] I believe most if not all of the complaints were successfully put straight at least for the moment. The tragedy of the situation lies in the apparent paucity of understanding of personnel work in the Agency. In this regard, it was interesting to note the Office of Personnel was not represented in the Seminar.

8. Based on comments made at the Seminar and my own observations, I would like to make the following suggestions for Office of Personnel action:

- a. Develop and push an active campaign advertising what the Office of Personnel does in fields other than Benefits and Services.
- b. Support this campaign with Personnel Officer training to assure a near uniform Office of Personnel performance.
- c. Develop skills in career management and actively participate in the shaping of careers in the Agency.
- d. Actively and strictly utilize the benefits to good management inherent in the one and three year reviews of career provisional employees.
- e. Stress with Recruitment the need to be strictly honest and straightforward with applicants.
- f. Identify in all career services areas where decision making and responsibility can be delegated to lower grades and the strict control of information can be freely disseminated.

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[REDACTED]  
Miller, Galters

GROUP 1  
Excluded from automatic  
downgrading and  
declassification